

How to Guide on building diversity in Talent Development Programmes

Developing Diverse and Inclusive Talent Development Practices

A programme of activity, internally or externally supported, that helps employees to deliver on their potential, and prepares them to take on greater roles in the future.

OBJECTIVE

To invest in **all** talent in achieving their full potential to ensure better balance at senior levels and across all business areas.

1. Defining the Talent Development Strategy

- Ensure the Leadership Team are committed to talent development for all employees, including addressing any potential current imbalance.
- Focus on all levels of talent not just entry and senior levels
- Commit to providing opportunities for people from all backgrounds to develop.
- Be explicit about offering fair and equal growth and career opportunities for employees at all levels.
- Set or update the criteria used to identify people who should receive investment in their development. Ensure that the criteria does not inadvertently exclude some employees, for example, is development offered to part-time and full-time employees equally?
- Conduct a training needs analysis to identify key skills/capability gaps based on future business requirements and agree the scope of talent development initiatives – competency development, leadership development or other.

2. Designing a Development Programme

- Design a development programme to equip employees with key skills and experiences required to progress in the organisation at all stages. Include returners as a key audience
- Consider relevant approaches such as simulation-based development, practice-based activities and action learning ensuring that development design considers accessibility.
- Measure success of the programme and take employee feedback into account for future training and development programmes. Where possible analyse feedback by diverse characteristics such as age, gender, nationality
- If necessary partner with external organisations focused on leadership development for underrepresented populations.
- Consider development programmes focussed on diverse groups and their managers/leaders – leverage reverse mentoring and cross-cultural leadership.
- Include messaging in relation to diversity, inclusion and bias into existing programmes as well as focusing on stand-alone D&I programmes
- Use diverse presenters/course leaders for strong role model examples

3. Nominations for Talent Programme

- Engage and train managers in identifying a diverse talent pool to take part in development programmes. Where data is available monitor nominations on a proportionate basis, for example, if 50% of supervisors are female, nominations for the development programme for this group should be close to 50% female
- Consider unconscious bias training if necessary for those making nominations, leveraging a “just-in-time” approach
- Target nominations to address representation issues for certain grades, business areas or functions, Use different ways to advertise opportunities to underrepresented groups - For example, advertise management development opportunities through Employee Network Groups
- Consider if nomination targets are required e.g. M:F ratios.
- Allow employees to self-nominate to identify hidden, underrepresented talent, - remember to find ways to advertise to ensure accessible by all groups of employees

4. Mentoring and Coaching

- Mentoring and Coaching programmes should have specific goals that align with the business objectives, working towards promoting a diverse company culture.
- Leadership involvement will give a mentoring/coaching programme greater credibility within the organisation.
- Ensure a diverse range of mentors and mentees.
- Implement Mentor Training to help mentors and mentees thoroughly understand their roles within the programme, including cultural, racial, and gender awareness.
- Programmes should be inclusive and promote knowledge sharing across various cultures, work styles, backgrounds and business areas.
- Target mentoring and reverse mentoring programmes at underrepresented groups
- Leverage mentoring initiatives to support underrepresented employees in growing their networks within the business
- Use cross company mentoring initiatives if you struggle to have representation within your own mentor pool